



Mapping your Network



Steve Williams

April 21 2015



Image source: <http://www.ksefocus.com/wordpress-content/uploads/2009/07/focuslady.jpg>

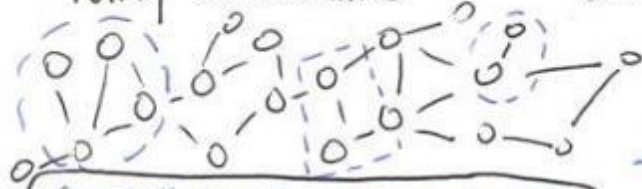
Pathways for Change

	Theory (Key Authors)	Discipline	How Change Happens	This theory may be useful when:
Global Theories	1. "Large Leaps" or Punctuated Equilibrium Theory (Baumgartner, Jones)	Political Science	Like seismic evolutionary shifts, significant changes in policy and institutions can occur when the right conditions are in place.	<ul style="list-style-type: none"> Large-scale policy change is the primary goal Strong capacity for media advocacy exists
	2. "Coalition" Theory or Advocacy Coalition Framework (Sabatier, Jenkins Smith)	Political Science	Policy change happens through coordinated activity among a range of individuals with the same core policy beliefs.	<ul style="list-style-type: none"> A sympathetic administration is in office A strong group of allies with a common goal is in place or can be formed
	3. "Policy Windows" or Agenda Setting (Kingdon)	Political Science	Policy can be changed during a window of opportunity when advocates successfully connect two or more components of the policy process: the way a problem is defined, the policy solution to the problem or the political climate surrounding their issue.	<ul style="list-style-type: none"> Multiple policy streams can be addressed simultaneously (problem definition, policy solutions and/or political climate) Internal capacity exists to create, identify, and act on policy windows
Theories related to Strategies or Tactics	4. "Messaging and Frameworks" or Prospect Theory (Tversky & Kahneman)	Psychology	Individuals' policy preferences or willingness to accept them will vary depending on how options are framed or presented.	<ul style="list-style-type: none"> The issue needs to be redefined as part of a larger campaign or effort A key focus of the work is on increasing awareness, agreement on problem definition, or an issue's salience
	5. "Power Politics" or Power Elites Theory (C. Wright Mills, Domhoff)	Sociology	Policy change is made by working directly with those with power to make decisions or influence decision making.	<ul style="list-style-type: none"> One or more key allies is in place The focus is on incremental policy change (e.g., administrative or rule changes)
	6. "Grassroots" or Community Organizing Theory (Alinsky, Biklen)	Social Psychology	Policy change is made through collective action by members of the community who work on changing problems affecting their lives.	<ul style="list-style-type: none"> A distinct group of individuals is directly affected by an issue The advocacy organization can and is willing to play a "convener" or "capacity-builder" role rather than the "driver" role

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Policy Communities



Constellations of hierarchies

Individuals, power or Beliefs

BUILD YOUR OWN MAP
(who are the players?)

What are the capacities of these groups?

What are there roles? Influence? generations?

What do they believe?

Who is powerful? WHY?

Belief systems can be STRONG influencers
Your RESEARCH IS NOT INTERPRETED AS NEUTRAL.

CONFLICT CAN INDUCE GOVERNMENT TO INVEST IN THE PROCESS.

MODES OF POLICY INQUIRY

- Information Generation
- Publication Activities
- Convocation Activities

THE COORDINATION OF ISSUES IS VERY CHALLENGING.
NO ONE GROUP OWNS AN ISSUE!

Even if the federal government seems turned off. There will be action somewhere else in the system

THINK ABOUT WHAT'S COMPETING WITH YOUR RESEARCH

WHAT KIND OF DECISION MAKING IS LIKELY TO HAPPEN?

Routine, Incremental, Fundamental, Emergent.

POLICY MAKING WINDOWS ARE OPENING ALL THE TIME.

- These come and go.
- What could they be?
- What would you hope they are?



Are you influencing that conversation?



Do your ideas have a change quotient?

How is each type of decision informed?



Can you build new cultures & create AWARENESS?



ARE YOU POLICY READY?

THINK LONGER TERM

Remember who



Can advocacy damage a scientists reputation?

This is how the world of action interprets research, it is not a reflection on the quality.

HOW MANY SCIENTISTS NEED TO INFLUENCE & COMMUNICATE?

THE WORLD OF ADVOCACY IS A SHIFT.

THE WORLD OF ACTION IS NOT FOR THE FAINT OF HEART

What policy changes can we learn from?

for example Canadian Stroke Foundation.

Can you track policy evolution in your sector?

genomics.entrepreneurship
@UBC

Sketchnotes by
Katie Venigim
@UBC-GenEnt.

Making Research Count: Strategies and Expectations for Influencing Policy-Making in Complex, Dynamic Environments

Spring 2015 Genome BC Policy Entrepreneurship Programs

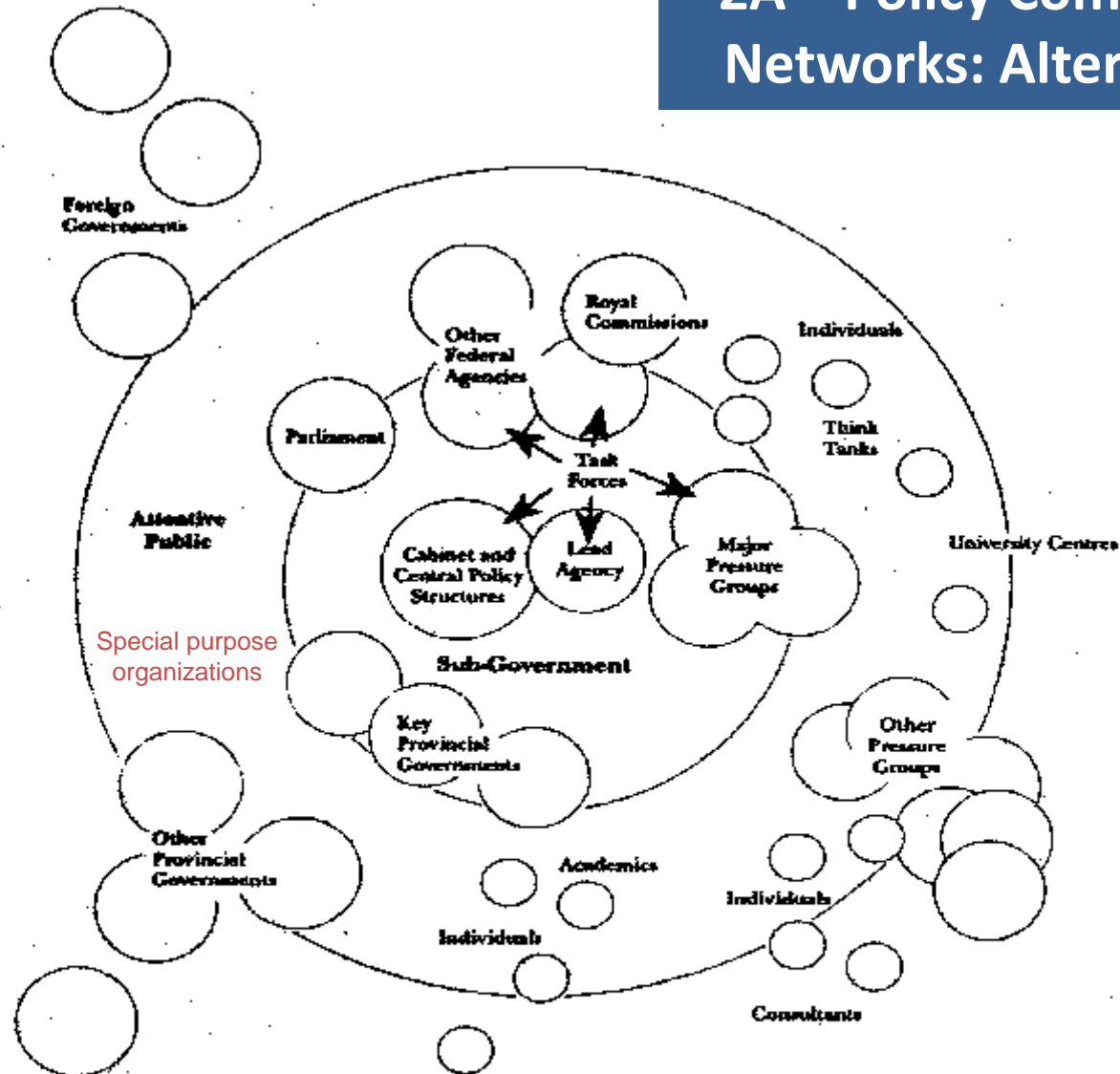
*Overcoming Policy Barriers and Institutional Hurdles
that Prevent Your Research from Achieving Its Full Impact*

Evert Lindquist, Director
*School of Public Administration
University of Victoria*

Michael Smith Laboratories
University of British Columbia
14 April 2015

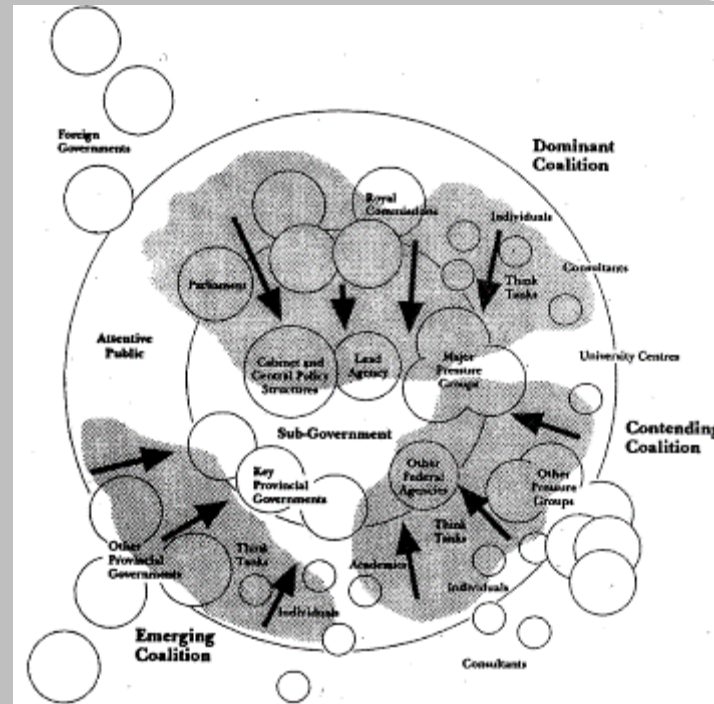
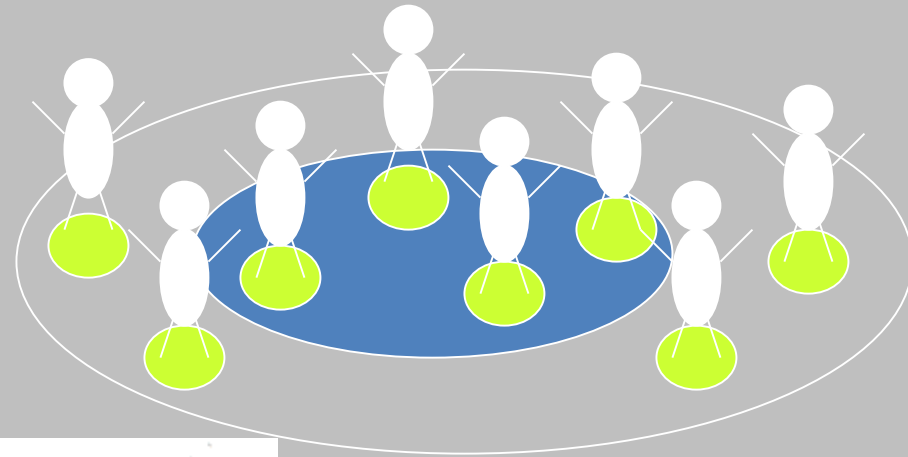
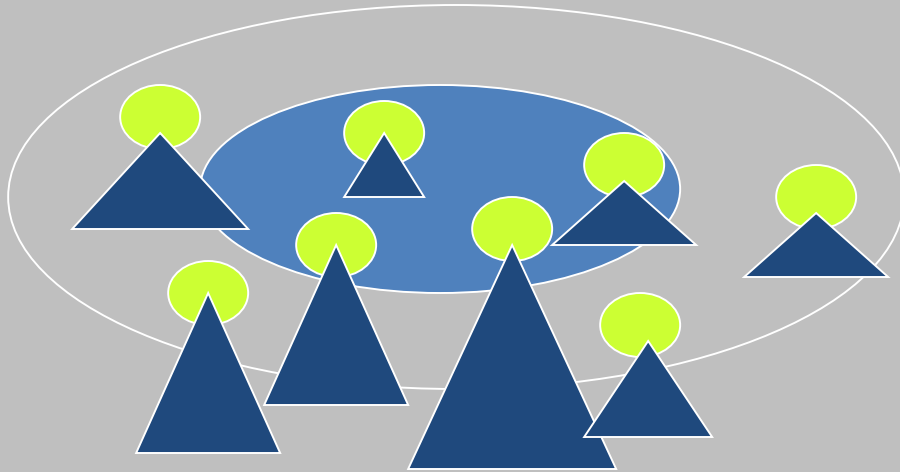
2A – Policy Communities and Networks: Alternative Views

Chart 1. *The Policy Community*

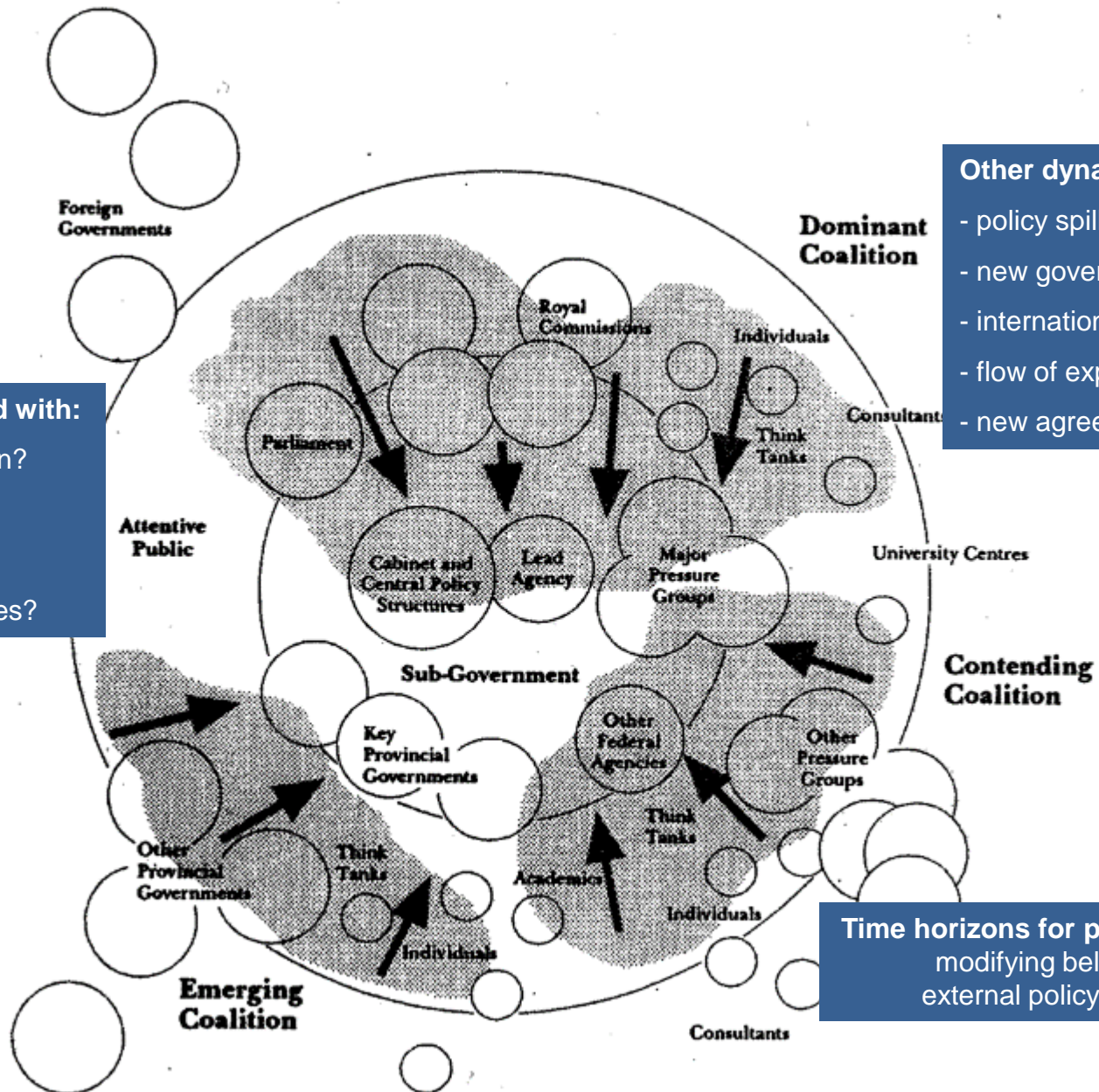


Adapted from P. Pross, "Pressure Groups: Talking Chameleons" in M.S. Whittington and G. Williams (eds.) *Canadian Politics in the 1990's*.

2B – Policy Communities: Constellations of Hierarchies, Individuals, Power or Beliefs?



2C – Policy Communities as Belief Systems



Other dynamics:

- policy spillovers
- new governments
- international exemplars
- flow of expertise
- new agreements

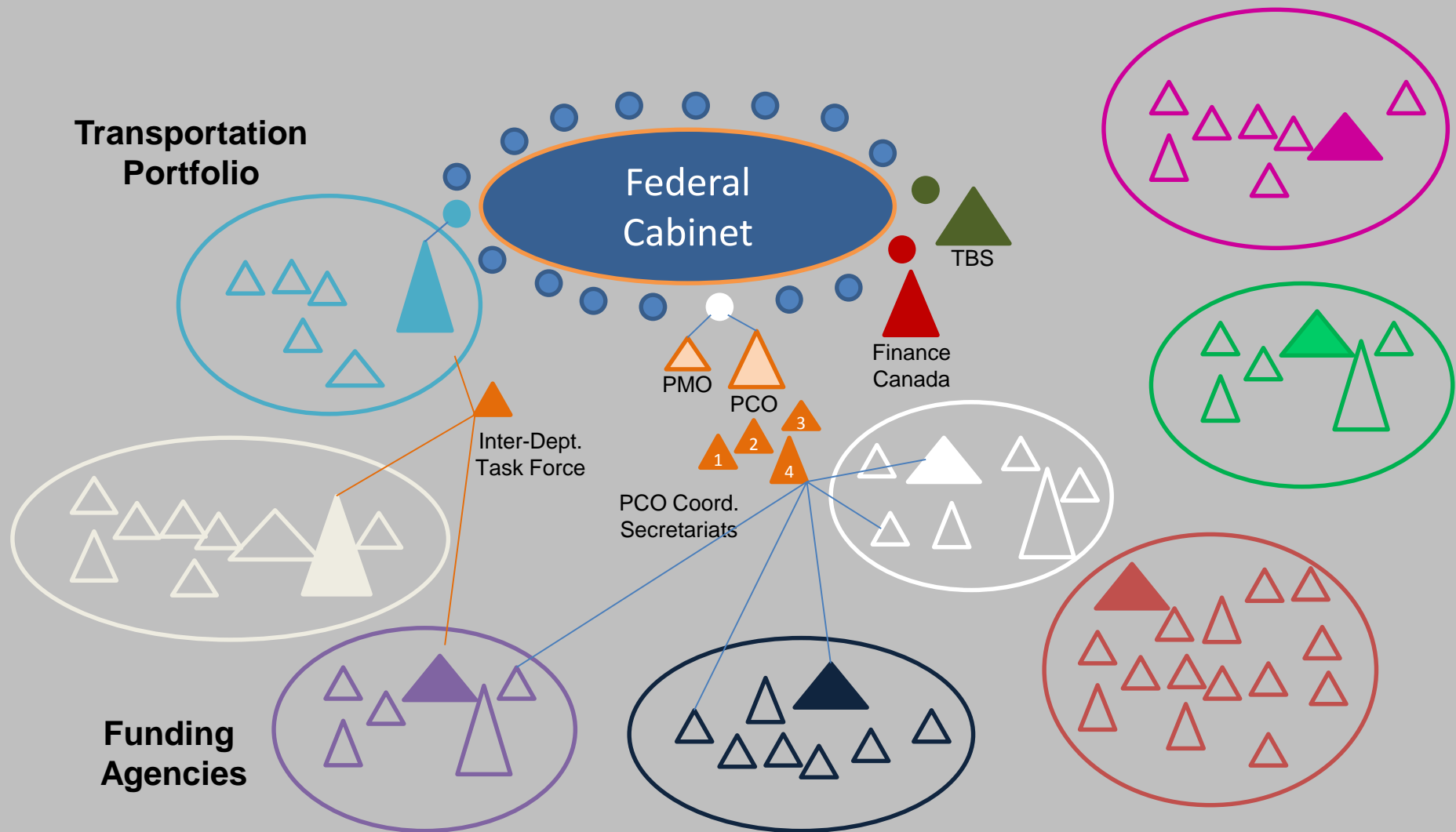
Is your research associated with:

- associated with one coalition?
- building new capacities?
- developing new networks?
- building brokering capabilities?

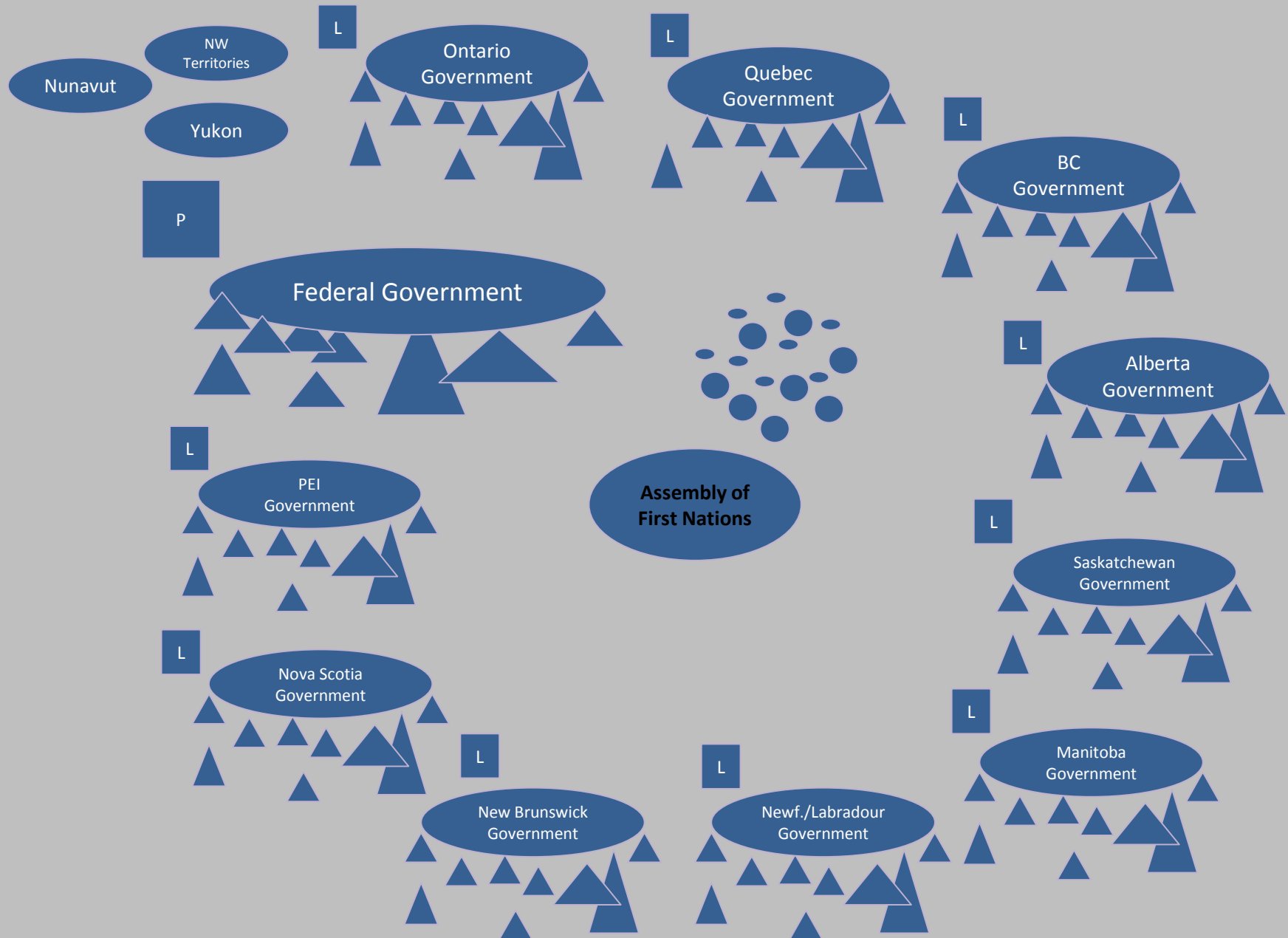
Time horizons for policy change:

modifying beliefs vs.
external policy change

2D – Federal Government Organization



2E – Canada's Intergovernmental Landscape

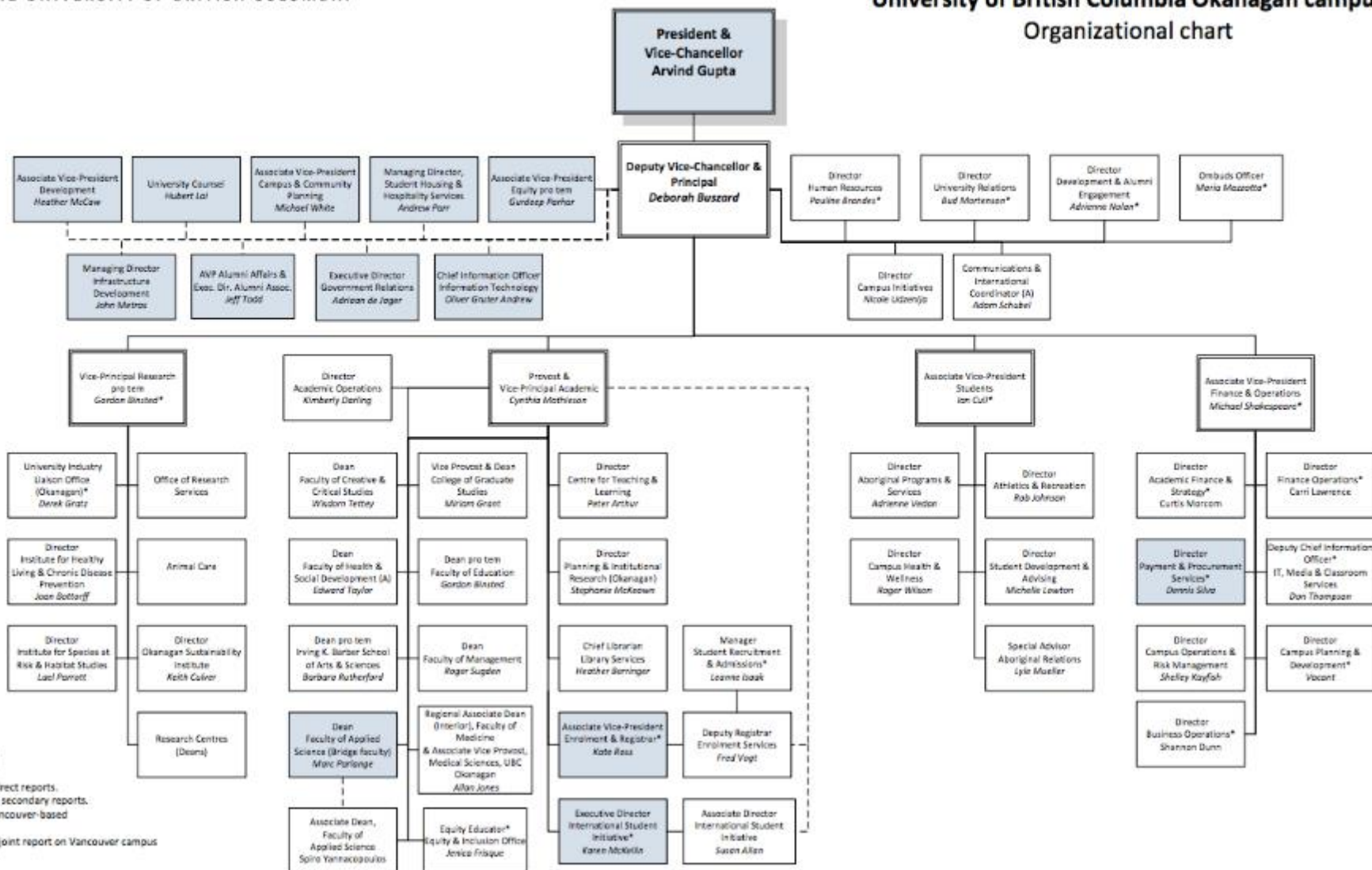




a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

University of British Columbia Okanagan campus Organizational chart



Effective: July 1, 2014

Solid lines represent direct reports.
Dotted lines represent secondary reports.
Blue shading = UBC Vancouver-based

* Individual also has a joint report on Vancouver campus

3 – Beyond Research: Modes of Policy Inquiry

- basic research
- applied research
- policy research

Research

Analysis

Data

**Information
Generation**

Publication Activities

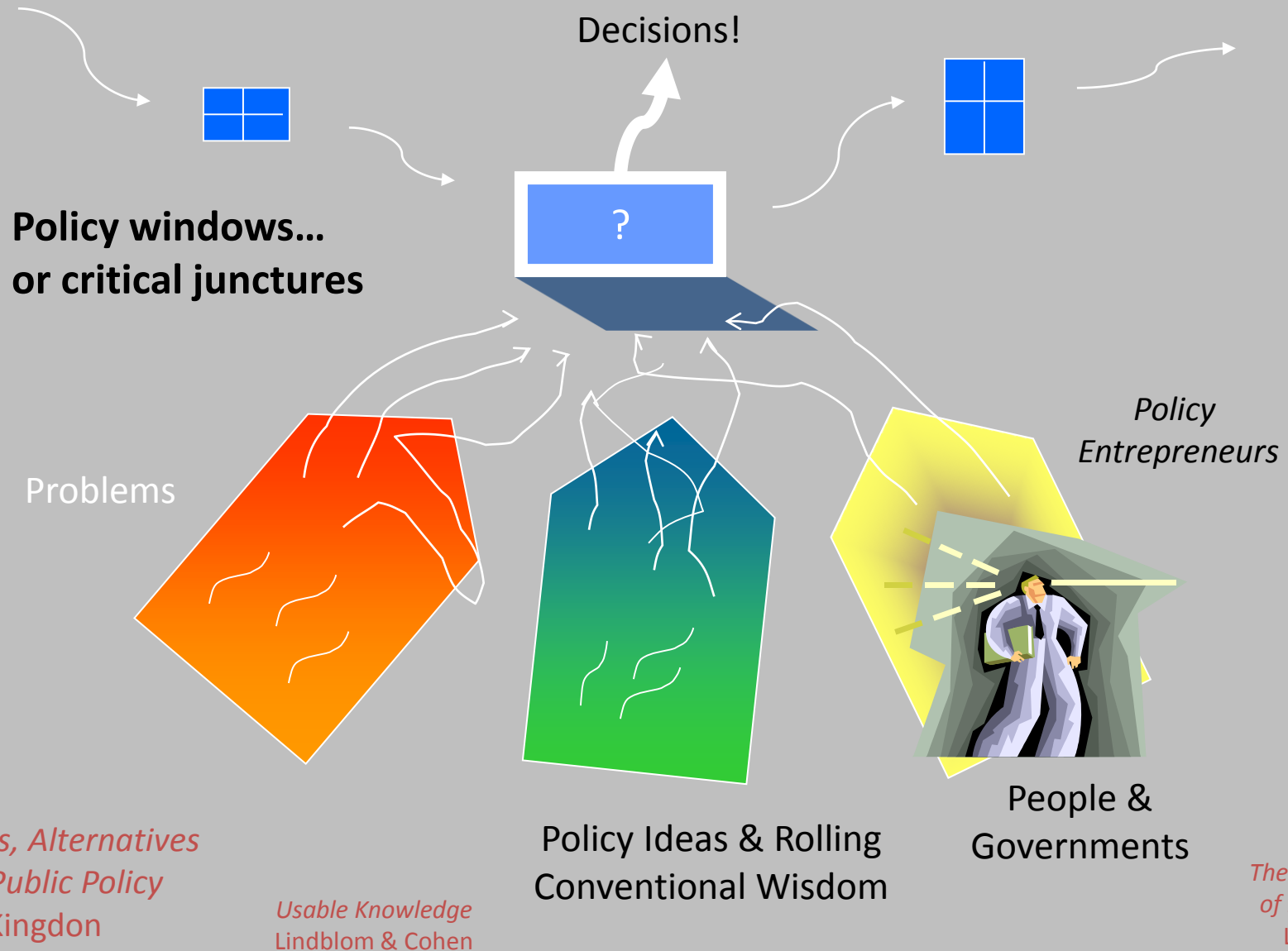
Memos
Reports
Articles
Books
Briefs
Web Sites

**Convocation
Activities**

Workshops
Seminars
Conferences
Briefings
Speeches
E-connections

What about social media, instant journals, factoids,

4 – Agenda-Setting and Public Policy



Types of Policy Influence....

Broadening Policy Horizons

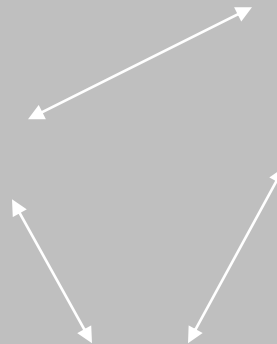
- Providing opportunities for networking & learning within the jurisdiction or with colleagues elsewhere
- Introducing new concepts to frame debates, putting ideas on the agenda, or stimulating public debate
- Educating researchers and others who take up new positions with broader understanding of issues
- Stimulating quiet dialogue among decision-makers

Expanding Policy Capacities

- Improving the knowledge and data of certain actors
- Supporting recipients to develop innovative ideas
- Improving capabilities to communicate ideas
- Developing new talent for research and analysis

Affecting Policy Regimes

- Modification of existing programs or policies
- Fundamental re-design of programs or policies
- Establish new policy regime and programs



So, “influence” is only one standard for judging success; what might be other indicators?

Reversing the Field: From Challenges to Strategies

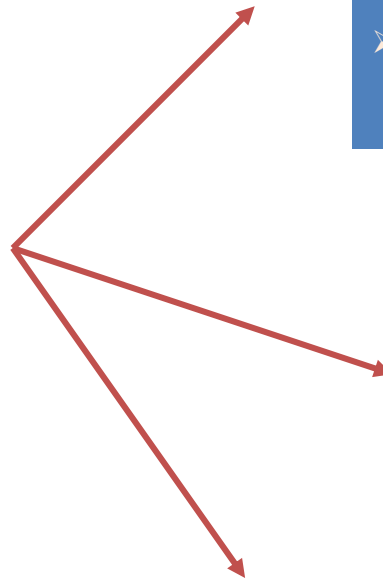
- The challenge of ‘two communities’ long a concern
- Different cultures, time horizons, sense of possibilities
- Policy-making systems are complicated, often opaque
- Ministerial and top executive time is over-determined
- Incredible volume of information converging on them
- Policy challenges not the domain of any one department
- Policy often ‘catches up’ to practice; ↑pace of change
- Canadian “PM” government even more centralized
- Political leaders less likely to take advice from officials
- Governments see ‘mandates’ as the ‘long campaign’
- Research can challenge underpinnings of policy regimes
- Groups now mobilize to discredit science-based findings

Focus: Developing Access, Trust, Expertise, Pressure Points, Plans

- Identify policy windows, time horizons, change ‘quotient’
- Map and expand consensus in applied research networks..
- Get international validation...
- Build/lever other capacities to influence those in power (NGOs, think tanks, associations, lobbyists, etc.)
- Build knowledge both inside & outside government (networks)
- Conferences, workshops, etc.
- Placement and recruitment of graduate students as strategy
- Fostering scholar-practitioner exchanges (short & longer term)
- Persuade first ministers...
- Innovation can start anywhere
- Readiness to make the case...
- Is implication ‘policy-ready’?
- What about pilot projects?

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MAPPING YOUR NETWORK

Mapping Your Network

- What kind of influence are you targeting?
- What level is most relevant to you?
- Who are the people?
- What are their beliefs?
- How were they trained?
- What power (capacity, knowledge, reputation) do they have?
- Where do they get their information (advisors, social media, etc.)
- What role do they play?
- AND if you don't know, how will you find this out?

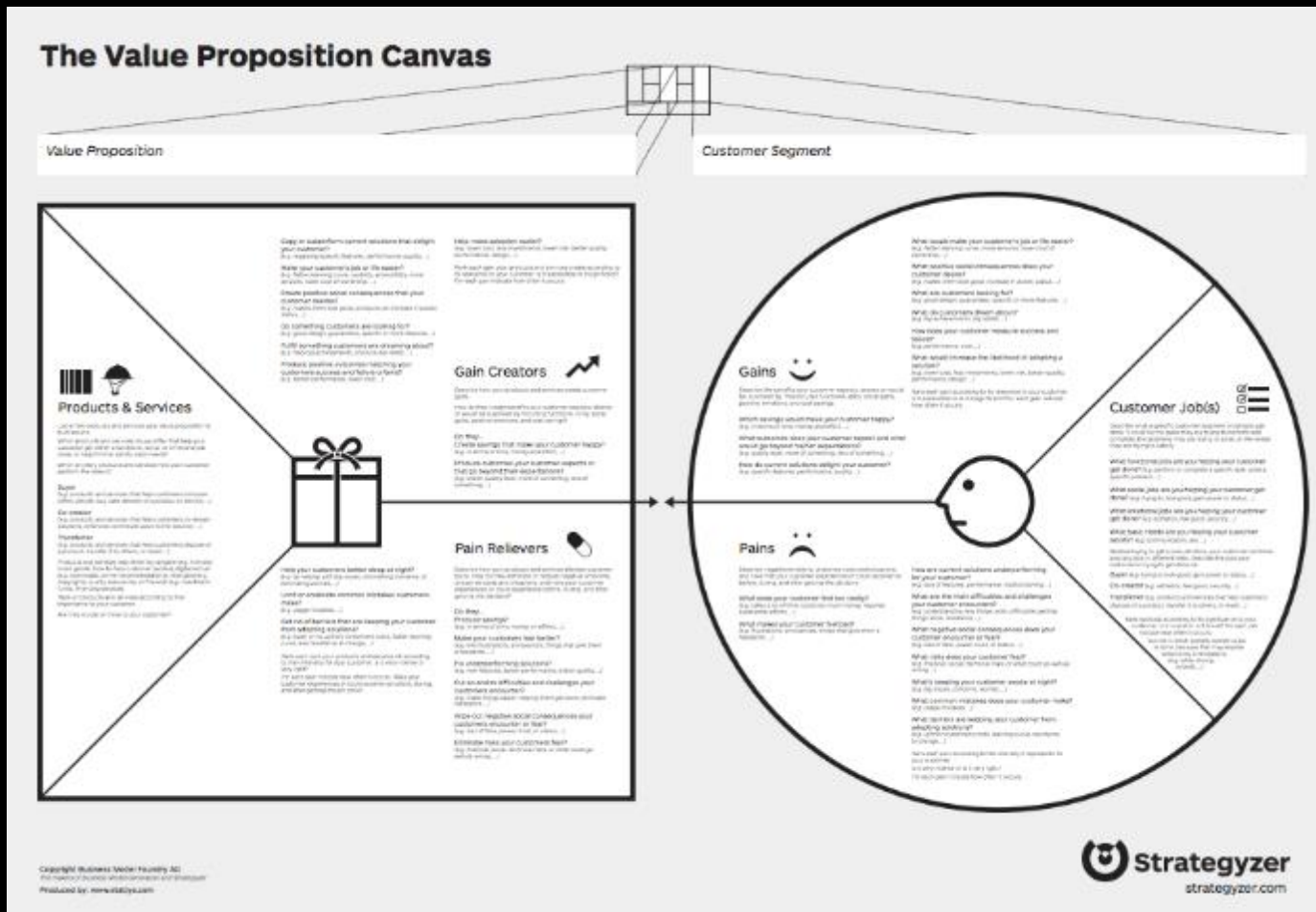


VALUE



PROPOSITION DESIGN

Value Proposition Canvas





DEVELOP YOUR VALUE PROPOSITION

Your Value Proposition

- You already know your “customer”!
- What is your product/policy?
- What pains do they have that you can alleviate?
- What gains can you provide?



Are you policy ready?

Resources

- Carden, F. 2009. *Knowledge to Policy: Making the Most of Development Research*. Ottawa: International Development Research Centre.
- Nutley, S.M., et al. 2007. *Using Evidence: How Research Can Inform Public Services*. Bristol: The Policy Press.
- Lindquist, E. 2001. *Discerning Policy Influence: Framework for Strategic Evaluation of IDRC-supported Research*. Ottawa: Evaluation Unit, IDRC. Available at <https://idl-bnc.idrc.ca/dspace/bitstream/10625/29252/1/118166.pdf>.



Thank you!

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